1995

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YOUTH LEADERSHIP DEVELOPMENT PROGRAM

PROGRAM EVALUATION

Labour Market Analysis Branch

March 1995

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FOREWORD

The following pages provide an overview of the 1994 Youth Leadership Development Program. 1994 was the first year for the program.

The information required to complete this analysis was obtained primarily through a questionnaire administered to participants and employers. Additional information was collected from databases within the Department of Advanced Education and Labour.

The cooperation of all parties involved in this evaluation was greatly appreciated, and especially the students and employers who participated.

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March 1995

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BACKGROUND

The Youth Leadership Development Program is a twelve week initiative between the Province of New Brunswick and various government leaders and private businesses. The program is designed to promote partnerships between all the program participants and to develop leadership skills in the youth of New Brunswick. The program began in June 1994 and ended in September 1994.

There were 35 Mentors and Protegees involved in the Youth Leadership Development Program in the summer of 1994. The program was twelve weeks in duration but not all protegees completed twelve weeks of work.

PROGRAM OBJECTIVES

The Youth Leadership Development Program will utilize the expertise and experience of established business leaders (mentors) to help develop the leadership potential of New Brunswick youth (protegees) who will be attending post-secondary institutions in the near future.

Responsibilities of the mentor include:

- providing the protegee with support
- serving as a role model
- guiding the protegee in developing leadership skills
- introducing the protegee to the work world

COSTS

The program was 100% reimbursement. The province paid the employer a subsidy of $5.50/hour plus the employer's share of Unemployment Insurance premiums, Canada Pension Plan contributions and vacation pay. As of March 6, 1995 the total cost of the Youth Leadership Development program was $80,670.11.

DATA COLLECTION

The data collection for the 1994 Youth Leadership Development Program was a two part process. The first part of the data was collected from a short questionnaire which had been distributed to participants and employers in the fall of 1994. Only the employer surveys will be summarized here as a second more lengthy questionnaire was completed on the participants. The second part was collected by a telephone survey during January and February 1995. The questionnaires required on average fifteen to twenty minutes to complete. The survey was conducted in both official languages.

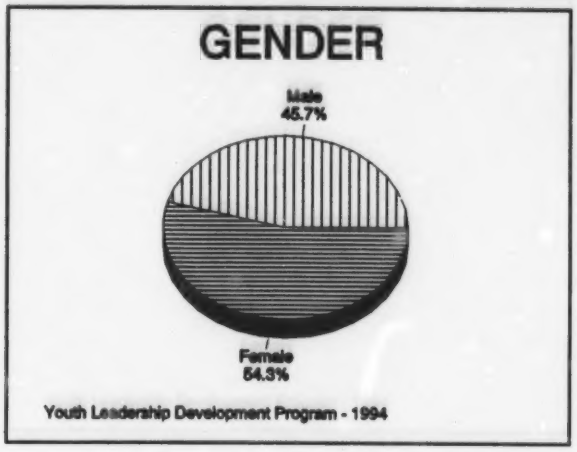
The telephone interviews required on average three to five telephone calls. This was due to several reasons. Many participants had moved to continue their education, some were employed and many were busy during the day. The majority of questionnaires were completed in the evenings as this was determined the best time to contact the participants.

Program Demographics

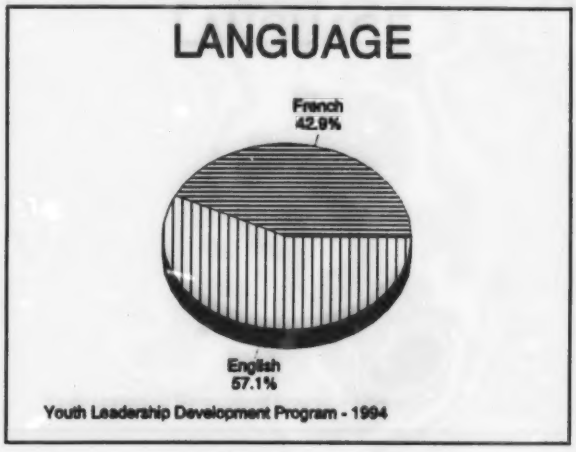
Table 1 Demographic breakdown of 1994 Youth Leadership Development Program participants by county and response.

County	# Participants	# Surveyed
York	6	6
Westmorland	5	4
Gloucester	4	3
Kings	4	4
Victoria	4	4
Saint John	3	3
Madawaska	3	3
Northumberland	2	2
Kent	2	2
Carleton	1	1
Restigouche	1	1
TOTAL	35	33

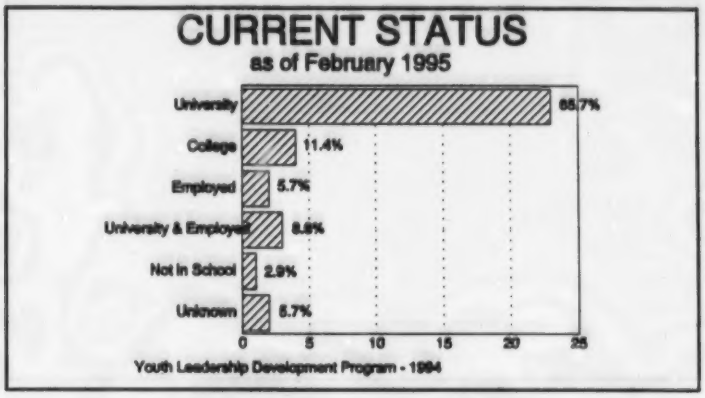
The gender breakdown was as follows:



The language breakdown was as follows:



The participants were asked what their current status was as of February 1995, and the results were:



Number of Weeks Worked during YLDP

As the following table indicates not all participants completed twelve weeks of work during the summer.

Weeks Worked	# Participants	%
12	21	60
11	2	6
10	6	17
9	4	11
8	1	3
6	1	3
Total	35	100

Participant Questionnaires

The participants were questioned on a wide variety of topics, including salary, experiences, challenges, support, networking, self-esteem, communication, teamwork, feedback and the mentor/protegee relationship.

Past and Present Leadership Activities

In general, the participants were involved in a wide variety of extra-curricular and leadership activities prior to and following the Youth Leadership Development Program. This included participation in sports, leadership courses, volunteer work, student council, numerous committees and work experiences. Over 50% of students said their activity level in extra-curricular and leadership activities had decreased since YLDP, 26% stayed the same and only 14% noted an increase.

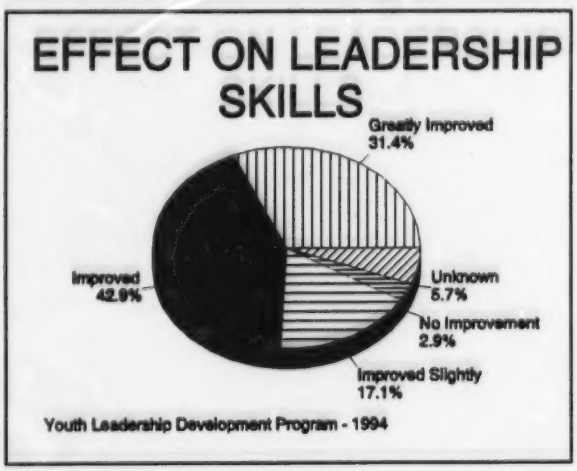
The responsibilities of school and or work were among the reasons given for the decrease in extra-curricular activities.

Salary

The participants of the Youth Leadership Development Program (YLDP) received $5.50/hour but employers were encouraged to top up the wages. Of the thirty-five participants in YLDP, eighteen received a top up in wages. When the participants were questioned about their satisfaction with the salary level, 40% were very satisfied, 37% were satisfied, 14% were unsatisfied and 3% were very unsatisfied.

Effect on Leadership Skills

The participants were asked how the Youth Leadership Development Program affected their overall leadership skills, and the response was as follows:



Position

The Youth Leadership Development Program participants held many different positions throughout the summer including marketing/promotion, sales/office clerk, data entry, greenhouse/agriculture related work, public relations, newspaper editor, reporter, software developer, researcher, tour guide, waitress/waiter and executive/administrative assistant.

A number of questions dealt with how the participants rated the job they held throughout the program. The following are the responses received:

With regards to the challenges offered by the job/mentor:

Very satisfied	57.1%
Satisfied	31.4%
Unsatisfied	2.9%
Very unsatisfied	2.9%
Unknown	5.7%

With regards to the quality of the job:

Very satisfied	68.6%
Satisfied	22.9%
Unsatisfied	2.9%
Unknown	5.7%

With regards to the insight given by the job into a future career:

Very much	48.6%
Somewhat	37.1%
Very little	2.9%
No insight	5.7%
Unknown	5.7%

With regards to providing hands on experience:

Very much	82.9%
Somewhat	8.6%
Not at all	2.9%
Unknown	5.7%

Mentor/Protegee Relationship

Another set of questions dealt with the mentor/protegee relationship. Generally, this relationship is unique. It traditionally involves a mature experienced mentor guiding and supporting a younger less experienced protegee. It is the success of this relationship which often determines the participant's experience with the program as a whole.

The participants were asked to rate their level of satisfaction with the support and guidance given them by their mentor. The participants were very satisfied (60%), satisfied (25.7%), unsatisfied (2.9%) and very unsatisfied (5.7%) with their mentors.

The participants also felt their mentors helped to develop their self-esteem very effectively (45.7%) and effectively (34.3%). Only 11.4% felt their mentor was ineffective or very ineffective (2.9%) at developing their self-esteem.

A number of participants, (20) or 57.1%, thought the mentor was a very effective role model. Another 28.6% thought that he/she was effective. Only 8.6% found their mentor to be ineffective as a role model.

Overall the mentor/protegee relationship was thought to be:

Very successful	71.4%
Successful	14.3%
Unsuccessful	8.6%
Unknown	5.7%

Other Participant Responses

Participants were asked to rate the program/mentor according to its impact on certain skills. The results are very positive as shown below.

With regards to improving networking skills the program/mentor was:

Very successful	65.7%
Successful	25.6%
Unsuccessful	2.9%
Unknown	5.7%

With regards to improving communication skills the program/mentor was:

Very successful	60.0%
Successful	31.4%
Unsuccessful	2.9%
Unknown	5.7%

With regards to improving interpersonal skills the program/mentor was:

Very successful	71.4%
Successful	20.0%
Unsuccessful	2.9%
Unknown	5.7%

With regards to fostering teamwork and cooperation the program/mentor was:

Very successful	45.7%
Successful	37.1%
Unsuccessful	11.4%
Unknown	5.7%

The participants were asked to state how successful the program/mentor was in introducing them to the realities of the business world. The response was very successful (62.9%), successful (28.6%) and unsuccessful (2.9%).

All participants stated that they would be willing to participate in the Youth Leadership Development Program again if it were possible.

Finally participants were asked about the positive and negative feedback they received from their mentors. Approximately 85.7% of participants felt their mentor was either very successful or successful in assessing their overall strong and weak points.

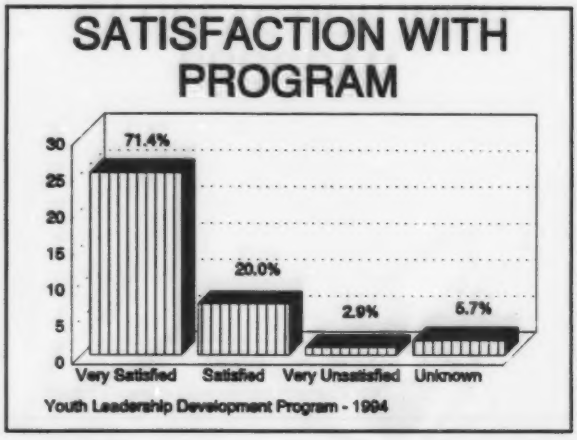
Suggestions for Improvement

A number of suggestions for improvement were made by the participants. Respondents felt the program should be publicized more and earlier in the year. Participants also maintained that a greater emphasis should be placed on the matching of mentor and protegee and on the uniqueness of that relationship.

A number of participants suggested more ongoing monitoring of the program. It was suggested that problems could be avoided or minimized if closer contact was kept with the employers and participants. This would also ensure that both participants and employers were complying with the rules.

Overall Satisfaction with the Program

The participants of the Youth Leadership Development Program were questioned about their level of satisfaction with the entire program. The graph on the following page summarizes their responses:



Employer Questionnaires

The Youth Leadership Development Program was open to executives from the private sector, cabinet ministers and other executives from government corporations and commissions.

Of the questionnaires that were sent to employers in the fall of 1994, twenty-five were returned. The following is a summary of the responses:

The mentors provided a variety of experiences to the participants of the Youth Leadership Development Program. Participants were introduced to the realities of the business world, attended meetings, performed as part of a team as well as working independently. Participants worked in the private sector, non-profit, municipalities and for various government departments. Participants worked for businesses involved in retail sales, manufacturing, consulting, contracting, tourism, museums, tv/radio broadcasting, telecommunications, pharmacy, agriculture, newspaper printing and business organization.

All respondents felt they had a good relationship with their student. Employers indicated that the relationship evolved over the course of the program as both the employer and student became more comfortable with each other.

The employers were asked to state what they considered the greatest contribution made by

their employee to their business. Employers maintained that the youth brought new and refreshing ideas to their businesses. Many employers mentioned the positive attitudes, initiative shown and pleasant personalities as additional contributions to their businesses.

All respondents rated their experience with the program, including the student, as very successful (92%) or successful (8%).

Suggestions for Improvement

A number of improvements were suggested by employers. Employers felt the program needs to be advertised more and earlier in the year. The rules governing the mentor/protegee relationship need to be better defined. More time should be spent on the matching process as well. The program should be monitored more often and employers given the feedback. Suggestions were also made to expand the program both in length and size.

Summary

In summary, the overall response to the Youth Leadership Development Program was highly positive. As previously stated, 100% of participants would recommend the program to their peers and would be willing to participate in the program again. Overall, the program gave valuable experience to these young people and helped to further enhance their interpersonal and leadership skills. It gave them hands on experience and insight into the business world and future careers as well.

The employers obviously benefitted from the program as well. They acquired bright, enthusiastic workers who helped them with many aspects involved in the daily operation of their businesses. The employers were very enthusiastic about the high calibre of participants and the program as a whole. Many indicated they would be interested in participating in the program in the future.